

ualberta*business*

100 YEARS & COUNTING

How world wars, depressions, global trade and science shaped one of Canada's most forward-looking business schools—and what lies ahead.



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FROM ALEPPO TO ALBERTA

One student's harrowing escape from war-torn Syria

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FAILURE TO LAUNCH

Why it's not too late to bounce back from bad starts

PAGE 21
DRONES, VR & BOTTOM LINES

Science fiction by Thomas Wharton and the B-School student of 2036

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UNIVERSITY OF ALBERTA
ALBERTA SCHOOL OF BUSINESS

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A magazine for alumni and friends of the Alberta School of Business

UNIVERSITY OF ALBERTA
ALBERTA SCHOOL OF BUSINESS

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ON THE COVER
Illustration by Sarah Jackson

A Drone in the Life
PAGE 9 →



MESSAGE FROM THE DEAN



IN A WORLD as flattened and connected as ours is today, the potential impact of the individual has never been bigger. I think about this a lot as I reflect on the centennial of the Alberta School of Business this year. What started as three accounting students in 1916 has grown to 26,000 business graduates spread across 80 countries. What have these individuals contributed to their corners of the world?

The world has been wobbly in 2016, to say the least, with oil markets slumping, turmoil in Europe, a divided America, tragedy, fear and nativism spreading fast, a backlash against globalization. With that in mind, the impact of the individual has never been bigger, yes, but it's also never been more important that it is for the betterment of all. I truly believe in the potential of business, trade and commerce to uplift the whole people—out of strife, out of poverty, out of despair.

Looking back at our legacy, I believe that the impact of our graduates, and thus of the School as a whole, has enriched the lives that our alumni have touched. The School has always been a place for people to start their careers, or to turn a corner with new perspectives, but, more than that, it has been a means of generating leaders from Alberta for the world. While the visions of deans before me have varied over the century, we've consistently imbued graduates with optimism and confidence, and sent them forward with an appetite for excellence.

In the coming years, we'll continue to focus on excellence, on being even more relevant and impactful. We'll build on four key strategic areas, which many of you have heard me mention before—leadership, entrepreneurship, energy and the environment, and international business—and graduate ever more agile business professionals for these

uncertain times. And we at the School will also keep evolving, hence the new building project we hope to see realized in the next five to ten years. It's about more than bricks and mortar; it's about ensuring the continued relevance of your school and keeping our positive momentum going.

Another way we're maintaining that momentum is with this very magazine. You'll see it has been completely refashioned and refreshed with a contemporary design and voice. Inside, you'll find a mix of stories inspired by members of the School's family—faculty, students and alumni—that are relevant to your life today.

You'll read about recovering from failure (PAGE 9), about the intersections of business and health (PAGES 7 and 13), and about starting a career in the throes of a recession (PAGE 35). You will better understand the power of an education when you meet Bassel Fouad Sayegh, a Syrian refugee restarting his life on campus (PAGE 8), and the power of outside forces on education when you learn about the evolution of a business school—our business school (PAGE 14). Finally, we look decades beyond our centennial, with a humorous piece of science fiction that tries to imagine where modern advancements in technology, globalization and environmentalism will take the business world (PAGE 21).

Of course, things being as they are, that's impossible to know for sure. But I do know that any impact we've made here, at the Alberta School of Business, will have been a positive one. It's a 100-year tradition. 🍷

Joseph Doucet
Stanley A. Milner Professor and Dean,
Alberta School of Business

[FROM OUR READERS]

We asked alumni, "What is your fondest memory of the Alberta School of Business?"

"Cheering on the hockey team and walking across the quad always makes me feel 20 again with my future ahead of me."
– Janet Phalempin LeBlanc, BCom '82

"Pulling an all-nighter for first year MBA Case Competition and taking a field trip to Superstore to research Loblaw's Corp. for the case, sleeping 30 minutes and then rocking four rounds of presentations until the finals with a rookie team of classmates!" – Cheng-Hsin Chang, MBA '06, Director Corporate Strategies, K&M Business Solutions Inc.

"Watching over 100 students run across campus at 6 a.m. to secure a spot for Rocky Mountain Business Seminar."
– Brett Miller, BCom '12

"The School of Business is the place where I began to make Edmonton my home. I have many memories being part of the Network of Empowered Women, learning to be more confident in my abilities, and pushing myself out of my comfort zone. I wouldn't be the person I am today without the amazing support of the community at the School."
– Amanda Beggs, BCom '15, Development Coordinator at Alberta Cancer Foundation

"In 1972, finding a TV in SUB and watching Paul Henderson score in the dying seconds to beat Russia 6-5 with the Goal of the Century."
– Craig Styles, BCom '75, Vice-president of Real Estate at The Brick Warehouse

Let us know what you think of the refashioned magazine. Or would you prefer to receive a digital copy? Email us: bizmag@ualberta.ca.

FROM THE WEB

[CONSUMER PSYCHOLOGY]
Hacking Willpower



“ Their heart rates will increase as they try to resist eating the chocolate. Their pupils will dilate. They’ll have a physiological response that’s consistent with their goals to try and make themselves stronger.”

tinyurl.com/HackingWillpower

[ENVIRONMENT]
Leading the Way to a New Climate Change Plan

WHAT IS THE UNIVERSITY’S responsibility to public policy? What does it mean for the world’s oil sands capital to set an example for environmentalism? On the heels of releasing the province’s Climate Leadership Plan, Andrew Leach— professor and chair of Alberta’s Climate Change Advisory Panel— candidly discusses his role on the panel, lessons learned, research and community responsibilities, and global impact. tinyurl.com/AndrewLeach

[TWITTER]
Follow-up Action



How do you stay on the cutting edge of business trends in Alberta and around the world? Join the conversation by following these alumni influencers on Twitter.



KYLE MURRAY
[@kylebmurray](https://twitter.com/kylebmurray)

If you’re a retailer, you’re probably already familiar with Murray’s work, whether you realize it or not. The Director of the School of Retailing and recipient of the 2016 Killam Professorship for his research in consumer decision-making, Murray is revolutionizing how market researchers understand customer motivation. Follow him for insight on the latest retail trends.



ASHTON PAULITSCH,
MBA ’16
[@ashtonpaulitsch](https://twitter.com/ashtonpaulitsch)

Ashton Paulitsch is a homegrown alumna with a major in marketing and a passion for all things UAlberta, in Edmonton and beyond. Pulling double duty as the voice behind the @UAlbertaMBA account, the Business Alumni Association Chair is tapped into what’s hot in entrepreneurial and cultural scenes in Alberta and around the globe.



LESLEY-ANNE SCORGIE, BCOM ’05
[@Lesleyscorgie](https://twitter.com/Lesleyscorgie)

No stranger to the spotlight, the young financial whiz has shared her aptitude for investing since high school. The best-selling author counts Oprah among the many talk shows on which she’s chimed in on personal wealth. Savvy investors would do well to follow her for daily advice on money management and keeping ahead in the game of life.



BINDU KARIA,
BCOM ’94
[@bindik](https://twitter.com/bindik)

Living at the epicentre of the start-up world, Silicon Valley, Karia was named one of the 50 most influential women in the UK’s IT scene by *Computer Weekly*. Take a look at her feed: it’s clear her passion for entrepreneurship is what put her at the top of her industry.

FOLLOW THE ALBERTA SCHOOL OF BUSINESS:
[@ualbertabus](https://twitter.com/ualbertabus)

[MARKETING]
Landing a Dream Job in McMarketing



UNIVERSITY STUDENTS DON’T wish for fast-food jobs, but what about fast-food marketing? One student intern didn’t just jump at the chance to work at the Golden Arches—he beat out hundreds of national students competing for a chance to work in McDonald’s Toronto offices. tinyurl.com/McDreamJob

[TECHNOLOGY]
Commercializing Pokémon Go



THE MOST POPULAR mobile game of all time has been hailed by players as an incentive to meet new people, by health professionals as a means of physical exercise and by urban planners as a great way to animate public spaces. But talk to brick and mortar businesses and they are seeing dollar signs. Find out how this GPS-enhanced, augmented reality app is helping. tinyurl.com/PokemonBiz

ENTERTAIN

OFFICIAL CENTENNIAL COCKTAIL

Raise a toast for our hundredth birthday—
wherever you are in the world

WRITER & ILLUSTRATOR

Mike Kendrick

Wendy Peters, BCom '04,
of Spirit of the Wench



IN 2010, WENDY PETERS, BCom '04, started a mixology blog, Spirit of the Wench, that has since spilled over into a guide to cocktails from a team of professional Calgary bartenders, plus classes for individuals and companies. Peters, a corporate sales manager at Calgary's Hotel Arts, studied mixology extensively while travelling Europe, and became a cocktail connoisseur. "For me," she says, "it's important to bring a sense of community into the scene, and to be the host. Spirit of the Wench is where we can interview bartenders and get some of their knowledge and tips."

In honour of the Alberta School of Business's centennial, we asked her to design a drink that honours her alma mater's heritage and satisfies our grads' palates. The result is *Three Cheers*. 

[COCKTAIL RECIPE]

Three Cheers

CREATED BY
Wendy Peters

"I created this drink in honour of the first three graduates of the School in 1916, using Wildrose Gin from Big Rig Distillery in Nisku, Alta., which was started by Geoff Stewart (BSc '93) and his wife Karen. I also chose three different fruits—cherry, raspberry and Saskatoon berries—that pair well with anise in a homemade cordial."



INGREDIENTS:

1.5 oz Big Rig Wildrose Gin
1 bar spoon fruit berry cordial
0.5 oz lemon juice
2 raspberries and star anise

INSTRUCTIONS:

1. Mix gin, cordial and lemon juice in a mixing glass at room temperature until cordial is dissolved.
2. Add ice and stir for 25 seconds.
3. Fine strain into a coupe or cocktail glass.
4. Garnish with raspberries and star anise.

BERRY CORDIAL RECIPE:

- ▶ **Put equal amounts** of cherries, raspberries and Saskatoon berries into a pot and simmer on low for 20–30 min. Keep pot covered, but stir occasionally.
- ▶ **Remove from heat** and strain the juice into another container (a cheese cloth works for straining).
- ▶ **Measure the amount** of juice and return it to the stovetop. Add up to a 2:1 ratio of sugar to juice in the mixture and stir until fully dissolved.
- ▶ **The mixture should** be quite thick but not grainy due to excess sugar. If there is excess, very slowly add a bit of water until all the sugar is dissolved. Let the mixture cool.

HEALTH

(FIT)SET IN HIS WAYS

How entrepreneur and MBA student Tim Gourlay squeezes fitness into a hectic routine

WRITER

Caitlin Crawshaw

PHOTOGRAPHER

Amber Bracken

Tim Gourlay, BCom '09,
MBA student, of FitSet



THERE NEVER SEEM to be enough hours in the day—unless you're third-year MBA student Tim Gourlay. Last year the former pro volleyball player balanced a job in sales, MBA studies and the creation of a fitness start-up called Fitset, to help people spice up their workout regime without sweating the sticker price. Think of it as a digital gym pass allowing its hundreds of customers to affordably visit

70 Edmonton studios and 30 in Calgary, while drawing new clientele for independent studios. That's tricky in a world ruled by brand-name gyms like Good Life.

Despite his crazy schedule, Gourlay's never too busy to workout. Even when meetings and assignments pile up, he finds creative ways to squeeze in some physical activity. Here are a few of his favourite strategies to force a little fitness in a workday.

1

Take the stairs — no, really

Moving regularly, even in small increments, pays dividends for busy people. "As long as I'm not going into a meeting with a full suit and don't want to get sweaty, I'll crush the stairs," he says. He'll even encourage colleagues and classmates to join him. While most of them stare blankly, he laughs it off with some help from endorphins.

2

Get moving in the morning

It doesn't have to cut into your precious evenings. Before classes, Gourlay gets up early to run stairs with dozens of other people at several Edmonton sites, including the Eskimos' Commonwealth Stadium, via the November Project. The public health initiative meets all year long on Monday, Wednesday and Friday, not only in Edmonton but across North America (november-project.com).

3

A 30-minute investment worth 400 calories

Commuting to work by bike is another way Gourlay packs fitness into his day. "If I know I can't fit it in, I'll leave 10 or 15 minutes earlier and hop on my bike, cruise to my office, cruise back, and count that as a workout," he says. Ride both ways and you've burned off breakfast.

4

Workout wherever you are

Stuck in your office? Drop and give him 20—or, in Gourlay's case, do 20 squats. "It's not enough to get you really sweating, but enough to get the body moving," he says. So you can keep your suit on, but you'll probably want to shut the blinds. 🏋️

STUDENT PROFILE

FROM ALEPPO TO ALBERTA

A new scholarship gives a courageous young Syrian a second chance

WRITER

Omar Mouallem

PHOTOGRAPHER

Aaron Pedersen

Bassel Fouad Sayegh,
BCom student

ON JANUARY 15, 2013, Bassel Fouad Sayegh, a business management student at the University of Aleppo, was walking to class when he felt the earth shake. A few hundred metres ahead of him, the campus residence and architectural school was in smoke and shambles. Students scrambled around him. Sayegh should have joined them—run in the opposite direction—but he sprinted to help rescue people from one of deadliest bombings of the Syrian Civil War.

Police forced him back and sent him home to safety. After entering through the back to avoid the sniper positioned near the front of his family's home, he lay in bed, staring at the sunlight streaming through bullet holes in the walls. He

spent much of the next three weeks there, wondering if he should finish his degree. Sayegh was four months from graduating, and had already intentionally failed twice to avoid mandatory military service for all new graduates. With a twin brother in Beirut, Lebanon, that he could live with, Sayegh made a plan to finish his degree, dodge the army and sort out the rest later.

"I don't want to carry a weapon and be part of this ugly war. I want to carry a university degree because if I don't I'll struggle much more," says Sayegh, 27, while sitting on a new campus—the University of Alberta.

Not only did he bravely complete his business management studies in Aleppo, but he's readying for a BCom from the

School of Business, thanks to a full-ride scholarship. The UAlberta created the President's Award for Refugees and Displaced Persons Fund in September 2015, just before Canada welcomed 25,000 Syrian refugees. Sayegh, who was sponsored by St. Joseph's College, and on one of the first planes from Lebanon last December, won't have to worry about his tuition or living expenses. He is one of ten graduate and undergraduate Syrian students to receive the award, which the UAlberta might extend to displaced people from other countries during future crises.

"I never dreamed of having this kind of education," says Sayegh, who lost a cousin and a dear friend in the war. His priority was finding a safe haven, even if it meant leaving his little brother and parents behind and working a menial job. So when his Edmonton priest recommended applying for the scholarship, Sayegh leapt at the chance.

Amy Stevens, MBA '16, has helped Canadian newcomers for a decade, including at the Edmonton Mennonite Centre for Newcomers, where she was a communications and development coordinator. She says the disparity between their credentials and Canadian work opportunities often blindsides and forces immigrants to work survival-level jobs. "We as a society are missing out on leveraging some great minds," says Stevens, who's since returned to the UAlberta as the Assistant Director of Development for the Faculty of ALES.

Sayegh feels lucky to have been accepted as a third-year student, meaning he could start his career in human resource management in 2018. He's already completed English courses and busied himself all summer with homework, swim workouts, cycling the river valley and making friends through church. A full schedule helps him forget the horrors he witnessed. Otherwise, he says, "you get bored and think about all this tragic history."

Education is a great tool for building stability in refugees' lives but, says Stevens, as the School considers welcoming more of them, faculty should familiarize themselves with settlement agencies specializing in trauma therapy to prepare for issues that might arise from PTSD.

For now, Sayegh has many positive thoughts to occupy his mind. His immediate family escaped Aleppo this summer and received sponsorship from St. Joseph's, including his twin, Aref, a mechanical engineer who received a UAlberta scholarship for a Master of Engineering. They'll be reunited this fall. 🌐

BUSINESS CASE

CRAWLING OUT OF THE SOUP

How to win back customers when your launch goes sideways

WRITER

Cory Haller

PHOTOGRAPHERS

Cooper + O'Hara

ARDEN TSE'S RESTAURANT had only been open two weeks and he already knew that things were going badly—not that it looked that way. Prairie Noodle—the brainchild of Tse (MBA '13, BCom '99) and university friends with backgrounds in finance and biotech—was slammed with customers since the moment the doors opened. Despite December weather, there were line-ups out the door. Twitter and Instagram pulsed with mentions and soup-laden selfies, all tagged @YegNoodles.

But just before the holiday break, the much-anticipated restaurant—offering Edmonton its first dedicated ramen shop, initially as a popular pop-up and now as hip noodle bar—faced the unforgiving wrath of a disappointed public with Yelp accounts. “I have one word for you: BLAND. ... I've had more flavour from a instant noodle pack,” read one review. “There is something fundamentally wrong with the ramen,” goes another. In no time, it had a legacy of never-to-be-deleted Internet shaming, a 2.5 rating on restaurant reviewer Zomato and a scathing subReddit—the stuff of every restaurateur's nightmares.

Ryan Heit, MBA '13 (left), and Arden Tse, MBA '13, BCom '99, in the Prairie Noodle kitchen



“We failed to deliver, and perhaps we didn’t have the right people on board, but we owned up to that.”

But, nine months later, the business is, somewhat surprisingly, on an upswing again with repeat happy customers and an uptick of positive customer reviews. The group behind the restaurant—Tse; Terry Wong; Jeff Morton, MBA ’13; Ryan Heit, MBA ’13; and Craig Milne, MBA ’13—even has its sights set on another restaurant concept. Their recovery proves that even if your launch goes sideways, salvaging the momentum, improving product quality and regaining trust is possible.

FRESH OUT OF UNIVERSITY, Tse looked at the upscale ramen trend as an opportunity to partner with his old MBA classmates. Noting chefs like New York’s David Chang, founder of the world-famous Momofuku restaurant group that helped make the Japanese soup mainstream, he and Wong (the only partner with hospitality experience), found Edmonton ripe for conquering. “We joked about the Ramen empire,” says Tse. “The market was there. We just had to prove it.”

Their confidence was contrary to the prevailing myth that 90 per cent of restaurants are bound to fail within three

years, as is often and incorrectly repeated within the industry. It’s more like 57 to 61 per cent, according to a longitudinal study of restaurants from Ohio State University. Still, the odds aren’t good. But the most prominent reasons for their closures are familial issues or poor time management. So it’s easy to see where Prairie Noodle’s founders’ unbridled confidence came from—plus, they’d prepared for the launch like few others.

For six months, Tse and Wong worked on a great recipe. The soups were tested in a series of pop-ups and were an instant hit with locals starved for ramen choices. “There was a proof of concept and willingness to pay,” says Tse, who also manages Venture Mentoring Service, the University of Alberta’s entrepreneur mentorship program that pairs alumni entrepreneurs with up-and-comers for personal coaching. He’d done his own due diligence on Prairie Noodle with shrewd relationship management, external communications, and brand development.

But where Prairie Noodle’s pop-ups were crowd-controlled, with tickets sold for a maximum of 100 bowls, the opening weekend of their stand-alone restaurant saw 250 bowls of \$15 soups poured daily. They were selling out by 7 p.m. The brand didn’t need work—their supply did. “It wasn’t something we were prepared for,” says Tse.

The mounting demand and pressure in the kitchen led their chef to make the best of a bad situation by cutting corners. The alterations to their delicate recipe gave them their first sense of dread. “I know those recipes inside and out,” says Tse. “He was, admirably, trying to find a way to make things faster and more efficient to get things out the door, but, in the end, the quality of the soup changed.”

The backlash was immediate. David Deephouse, associate dean of the Alberta School of Business PhD Program, and an international research fellow for Oxford University’s Centre for Corporate Reputation, says that this a good example of “expectancy violation theory.” Prairie Noodle customers expected the soup they’d relished in pop-ups or similar eateries in other cities, and it came up short.

There are two approaches to combat

expectancy violations, says Deephouse. “One is ignore it and hope it goes away. Or you can acknowledge that there’s a problem, address it, and publicize the addressing of the problem and hope that everyone comes back quickly.” But, he warns, if it’s something that can be addressed quickly and quietly, drawing attention to it could be further damaging.

For Tse and company, just a few weeks of deteriorating quality meant there was time for mitigation. “We failed to deliver, and perhaps we didn’t have the right people on board, but we owned up to that.” They quickly made personnel changes, formed a strategy for quality control, and hired a new head chef. The next two months were spent rebuilding trust the only way the team knew how: by serving premium ramen again. “You are not going to regain your reputation by launching a big social media campaign,” says Tse.

There’s plenty of evidence that crowd-sourced review sites like Yelp and Zomato can positively or negatively affect sales. “This is especially true for goods like restaurants or books—experience goods—where consumers aren’t sure what the experience will be like before their purchase,” warns Sarah Moore, an associate professor who researches how word of mouth shapes customer and product experience. Reviews are stories, she explains, and for owners to combat it, “they must shape their own stories in response.” Should Prairie Noodle have responded to its online critics? “If they can explain what went wrong, or explain why the reviewer is incorrect, without sounding defensive, they should.”

Prairie Noodle chose not to. In fact, Tse opted to delete the Yelp app from his phone, and focus on winning new customers with an improved product and word of mouth again. “I didn’t need to focus on the negative press—I needed to focus on making great food,” he says. “An entrepreneur will get knocked down every day. If you really love what you are doing, and you’re made of entrepreneurial stuff, you need to get back up 10 times out of 10.”

CORY HALLER is the associate editor of *Avenue* magazine. He won the 2015 Alberta Magazine Award for best long feature.



THE FRANK FILES

CASTING CALL



COLUMNIST
Tema Frank

Why more businesses are building their brands with podcasting

LIKE MANY EX-SOLDIERS, John Lee Dumas struggled with what to do post-military. He tried his hand at real estate, corporate finance, an internet start-up and even a law degree. Nothing clicked. One day in 2012, while listening to podcasts in the car, he got an idea to host a daily podcast called Entrepreneur on Fire (now EOFire) about how to build a business. It now earns him \$265,000 a month with a 64 per cent profit margin.

Podcasts are like radio shows but aired through a website or app like iTunes Podcasts. And though few podcasters reach Dumas's level of success, the format remains an exciting, cheap and powerful way for any person or organization to connect with customers.

Only a fifth of Americans listen to at least one a month, according to Edison Research and Triton Digital, but the number is set to explode. By 2020, 98 per cent of new cars will be internet-enabled, so it should be as simple to flip on a podcast as it is to turn on the radio. Even now, there are as many people in the US listening to podcasts as there are active Twitter users.

I started podcasting from a mountain cottage in France in 2012. The *Frank Online Marketing Show* helped businesses understand e-commerce and boost their sales. It has since evolved into the *Frank Reactions Podcast*, and it lets me connect with business leaders, while building my own credibility with potential clients. It's an ideal marketing tool for consultants, but regardless of your industry, podcasting can increase awareness of your brand.

As with radio, podcast listeners often feel close to the host, who seems to be talking straight to them. Karen Unland, BA '94, is developing a company to connect podcasters with businesses that

might want to advertise with them. "If you have people tuning into something on purpose instead of as background noise, it's a lot easier to get them to do something, like buy your book or call you," says Unland, creator of PodcastCanvas.com, a private consultancy and free online tool for business-focused podcasts. But the podcast must deliver value—either education, entertainment or, ideally, both. "If you are going to get people to listen to something," says Unland, "it had better be interesting and it better not be a sell job."

She urges companies that want to podcast to think about exactly who their target audience is, what that audience would want to hear about, and how you can leverage a shared passion. Personally, I'm passionate about customer experience, and my podcast listeners are trying to figure out how to improve theirs. So I've interviewed people like Peter Aceto, the social media-savvy CEO of Tangerine Bank, about keeping his company focused on the banking customer. My audience also loves to hear from successful entrepreneurs, so I jumped at the chance to interview Guy Kawasaki, who's built a publishing empire. As a bonus: guests share links to the episode they appeared on—with all 1.48 million followers, in Kawasaki's case.

A regular schedule is key to growing a podcast audience, so if you can't commit, consider sponsoring one that appeals to your target market. Podcasts are still incredibly cheap to advertise on. The ads are usually read in a conversational way by the hosts, who already have credibility with their listeners. Midroll, a podcast advertising platform, found that 80 per cent of listeners remember the brands

Podcasting Basics



Sound quality is important.

Record in a quiet room, preferably carpeted, to absorb sound. Get a decent microphone, like the \$70 Blue Snowball or Yeti.



Use a podcast hosting company.

The two main ones are Libsyn and Blubrry. You can then embed the podcast into your website.



Don't only list with iTunes.

People who don't use iPhones are likely to use other apps, such as Stitcher or Podcast Alley. Get listed in all the podcast directories you can find.



Use Skype rather than telephones to record calls.

Sound quality on telephones is awful. Try to avoid it.



Take the time to edit. You don't have to eliminate every "um," but try to make the conversation flow, and keep it relevant.



Don't let ads interrupt your content.

Read them at the beginning and/or end. People hate it when they interrupt the flow, the way they do on television.

advertised, and 51 per cent say they are more likely to buy from the brand.

Best of all, podcasting is a remarkably accessible medium. Shawn Kanungo, BCom '06, has tried his hand at two podcasts and loves the fact that, unlike radio, you don't need a station or fancy equipment. "You can be somebody in your basement," he says. With a \$100 microphone, \$15 for hosting fees, and free audio editing software, you can compete with CBC. In fact, CBC has launched a handful of original podcasts. So leverage this powerful new medium to get your name out there before everybody's doing it. 🎧

TEMA FRANK, BCom '82, is the author of *PeopleShock: The Path to Profits When Customers Rule*. She writes, consults, teaches and podcasts about customer experience in the digital era.

ALUMNA PROFILE

TRUE CALLING

How a former banker became Hollywood's leading lady—of IT

WRITER

Cailynn Klingbeil

MELANIE HILDEBRANDT WORKED an entry-level banking job in Calgary, with aspirations to move into foreign currency trading, when a client changed her mind almost on a dime. The banking customer needed people with business backgrounds to help implement an IT software offering Hildebrandt the opportunity to travel the world as she liaised between businesses and the IT team. It sounded all too glamorous, plus the salary and bonus structure was enticing, so, she thought, “What’s the worst that can happen?”

“I really had no idea what I was getting myself into, but I ended up loving it,” says Hildebrandt, BCom ’96, on the phone from Los Angeles, where she’s Sony Pictures Entertainment’s vice-president of corporate IT and business relationship management.

Such risk-taking has persisted throughout Hildebrandt’s career. At Sony Pictures, where she manages 30 staff, she oversees many strategic—and highly technical—projects, like overseeing access management systems for privileged information. “It’s never boring,” she says. The film studio’s systems, after all, were targeted in one of the most infamous hacking cases of the 21st century.

In November 2014, a group calling itself Guardians of Peace, stole and released tens of thousands of internal documents and emails.

Hildebrandt is reticent to speak of the attacks for good reasons: the Guardians threatened terrorist attacks at movie theatres screening Sony’s *The Interview*, about the fictional assassination of North Korean leader Kim Jung-un, which it pulled from cinemas and released online instead. The glut of emails from employees also included headline-grabbing correspondence revealing that Jennifer Lawrence was paid less than her male co-stars, which has mounted into an ongoing debate about gender parity in Hollywood.

A woman in a leadership role in technology like Hildebrandt is rare, but she doesn’t credit her career path to anything more than a tendency to take risks and parents who encouraged her to be outspoken. Growing up in Prince Albert, Saskatchewan, she was exceptionally analytical and loved problem-solving; her earliest aspirations were to be a math teacher or accountant. Hildebrandt only applied to the U of A because she had an aunt she could live with in Edmonton. She was one of just a few women in her

senior-level finance classes, a gender gap that has persisted throughout her career. Women hold only 19 per cent of senior-level positions in the financial services sector, according to a 2013 PwC report, despite making up more than half the workforce. But Hildebrandt says she has faced a few situations where people didn’t want to work with her because she’s a woman. In those rare cases, she proved her credibility by getting the job done well. “You can’t argue delivery,” she says.

Such strong work ethic guided her daring jump from finance to IT, armed with one entry-level coding class from first-year university. Starting from scratch in a new field was hard, but Hildebrandt relished approaching IT through the lens of business and finance. After her first employer was bought out by PwC, and later IBM, Hildebrandt went on to consult for Disney, residing in Los Angeles for a year, and later Paris, living a walking distance from the Louvre. Working on a European supply chain optimization project for Mickey, she found that the more people she met, the more opportunities opened, “like a domino effect.”

In 2005, she was asked to be a European project manager at Sony Pictures

“We want to have a company full of people who represent our audience, and our audience is diverse.”

Entertainment, in London, where she was treated like a team member, not an external consultant. Her career had long been focused on deliverables, and she was keen to spend more time developing her leadership skills. In 2006, Hildebrandt became a full-time employee for Sony Picture’s London office, before moving to the Hollywood headquarters, in 2010, for a position managing financial applications for its video distribution arm. Soon she transferred into its corporate IT division.

Usually it’s the film industry’s glamour that draws people in. No matter what the role is, they want in the door. She says, “My journey is more about the people I’m working with.” (And, she admits, after enduring Saskatchewan winters for 18 years, the weather helps too.) Managing a socially diverse IT crew, half comprising of women, fills her with pride.

“We want to have a company full of people who represent our audience, and our audience is diverse,” says Hildebrandt, who also volunteers for Women in Technology, an organization connecting and supporting women in all sectors of technology.

“Melanie is one of the most determined, team focused, and energetic people I’ve ever met,” says David Buckholtz, Sony Pictures’s senior vice-president, corporate information technology. “That sets her apart. That willingness to be up for taking on new tours of duty that will expand your experiences—it’s a great quality.” To that end, Hildebrandt, a recently accredited yoga teacher, will soon instruct colleagues at the company’s gym. It’s just one more example of an opportunity Hildebrandt is eager to embrace. 

CAILYNN KLINGBEIL is a Calgary-based journalist who’s contributed to *Canadian Business*, the *National Post* and the *Guardian*.

PHOTOGRAPHY BY PRASANN PATEL PHOTOGRAPHY

[WISDOM]

Mindfulness Matters

A SELF-CARE ADVOCATE PREPARES BUSINESS LEADERS FOR INFORMATIONAL OVERLOAD



Deepika Mittra

HOW DO YOU THRIVE in a constantly changing world? That’s the question posed by **100 Summit 2016**, a School of Business centennial symposium to be attended by approximately 350 alumni and industry professionals with ties to the Executive Education program area. Under the theme “Future Proof,” organizers hope to prepare leaders in academics, government and industry for the business world’s unpredictability. And that includes managing stress in a world of endless digital notifications.

Summit speaker Deepika Mittra is an Edmonton-based therapist helping people manage workplace stress. Mittra has a background in social work, science and contemporary dance, so she’s particularly in touch with the mind-body connection. Having noticed plenty of burnout in working professionals—including herself, early in her career—the “self-care advocate” promotes being present in the moment and understanding your needs with mindfulness techniques that you can do at work. Here is a sample of the wisdom she’ll share on Sept. 20 at the Myer Horowitz Theatre.

JUST PAUSE: “We’re constantly really busy, so pause—just for a minute—and take an inventory: What am I doing right now? What do I need right now? What would help me feel better in this moment?”

TAKE SELF-CARE SERIOUSLY: “Sometimes that pause helps us tune into our basic needs, like sleep, eating, water, movement. Think about being mindful of your own needs from a really basic perspective and how meeting those needs will help you flourish and be your best self.”

DO SOMETHING FOR YOURSELF EVERY DAY: “At the end of the day, take some time to do something for you and to cultivate that ability to be present in that moment. Really invite that into your life. Whatever you can do is great.”

PRACTICE PRESENCE OF MIND: “You don’t achieve mindfulness. It’s a practice, and you just have to keep coming back to it. Pay attention to your own breathing. Is it tense? Is it relaxed? Allow yourself to focus on the breath in and the breath out.”
— As told to *Angela Johnston*

EVOLUTION OF A BUSINESS SCHOOL

How a century's worth of progress has produced one of Canada's most forward-looking business schools

WRITER

Max Fawcett

ILLUSTRATOR

Louise Reimer

THE IDEA OF SOMEONE'S parents discouraging them from pursuing commerce, and shepherding them instead in the direction of a general arts degree, probably sounds like a cross between a joke and a lie. But that's exactly what Glen Patterson, the oldest living graduate of the Alberta School of Business, faced when he told his parents that he wanted to study business. "My family wanted me to go into arts and be a teacher," the 95-year-old says, "but I didn't like that idea at all. I wanted to be a trade commissioner—I had that idea of wanderlust."

In fairness to the Pattersons, the fledgling commerce program didn't have the reputation that it enjoys today. Commerce was within the arts faculty, and not as well regarded by the rest of the university. Business school, to many, was a place to learn how to take dictation and write a business letter. "Fortunately for the department of commerce at the time, they had a fantastic leader," says Patterson. "His name was Francis Winspear."

Most people know of Winspear, if they know of him at all, from his numerous philanthropic contributions to Edmonton. But as one of Winspear's students, Patterson knew him much better than that. He vividly recalls how the combination of a lisp, a thick British accent and the blizzard of accounting jargon constantly streaming from the professor's mouth made those classes challenging. But it was the example that Winspear set as a leader in the business community that stood out—and still does. "He was so inspiring about everything," Patterson says. "And it's remained with me to this day."

Patterson graduated with a BCom in 1942, but his career plans were interrupted by the Second World War. Serving in the Royal Air Force in England, the disruption only solidified his decision to study business. "The military, and I don't mind saying it out loud, was the biggest bureaucracy in the world. Hopeless leadership—I don't know how we won the war." After 1945, he worked in forestry—



first in the bush, where he'd set chokers around logs on steep B.C. cliffs. Before long, he was tasked with the management of a 3,200-square-kilometre forest area in Grande Prairie, and eventually was promoted to a head-office job in Vancouver, where he still lives today.

Patterson wasn't the only student whose academic trajectory was directly influenced by Francis Winspear. He was a formative influence on the School in its middle years, when the former School of Commerce was effectively an accounting program operating under the umbrella—and thumb—of the Faculty of Arts and Science, and he helped push for the recruitment of new instructors and the acquisition of financial and administrative resources. As Dr. William Preshing points out in *A Chronicle of Commerce*, by the early 1940s Winspear had a decidedly prescient view that the School ought to be moving away from its strict focus on accounting and towards a broader understanding of the business world. His vision would set in motion a series of changes that would lay the foundation for a business school that's consistently ranked among the top five in the country and top 100 in the world today.

“There were clearly some who felt that the major, if not the only, role for the School of Commerce was to provide an ongoing supply of students to become Chartered Accountants.”

Today, the world's business schools are expected to deliver an educational experience that prepares students for a wide range of opportunities. But in the mid-1900s, what a business school stood for was still debatable. In Edmonton, the tension between professional organizations and the School's purpose would define its trajectory in the post-war years. Did it exist to facilitate the needs of professional organizations and industry groups, or was it there to equip students with a more expansive education? As Preshing writes, “There were clearly some who felt that the major, if not the only, role for the School of Commerce was to provide an ongoing supply of students to become Chartered Accountants, a goal that was to create other issues and problems in the future.”

THE SCHOOL'S ORIGINS lay in the Department of Accountancy, which the Faculty of Arts and Sciences created in 1916 as part of the newly minted University of Alberta. It didn't actually graduate any students until 1923, when three students were recognized with bachelor of commerce

[TIMELINE]

100 YEARS & COUNTING

1916 The Department of Accountancy opens with 15 students, focusing on accounting with some business administration components.

1923 The first three Bachelor of Commerce graduates convocate.

1928 A School of Commerce is formally established.



1945 Under the strains of unprecedented rise in student enrolment after the Second World War, the Commerce program evolves into an optional four-year Honours degree, with the added courses encompassing marketing, business finance and personnel management.



1953 Francis Winspear, asking for no compensation, becomes the Director of the School as the need for more specialized and all-encompassing business education grows.

1957 The School's Advisory Committee is formed to improve relationships between the school, the business community and graduates.

1960 The School of Commerce becomes a full-fledged UAlberta faculty—the Faculty of Commerce—and a standard four-year program with specializations beyond accounting is implemented.

1966 The first five MBA degrees are conferred.

1968 The Faculty of Commerce is the first Canadian business school to be accredited by the Association to Advance Collegiate Schools of Business.

1971 A program is established to provide students opportunities for international work placement.

1982 A huge year for the since-renamed Faculty of Business: Its new home is under construction; the first PhD is launched; Francis Winspear becomes the first recipient of the Canadian Business Leader Award, which was established to honour role models of “uncommon vision and sound common sense” to business students; and a national agreement allows the Faculty of Business to send Albertan MBA and PhD students to China to learn and teach, and in return, places Chinese students within the Faculty and other western universities for MBA education exchanges.

degrees. Seven more followed the next year, and they would find work (mostly as accountants and trade commissioners) everywhere from Cape Town to Honolulu. The Department of Accountancy was understaffed and lacking resources, and the arrival of the Great Depression and Second World War in such close succession impaired its growth. But it continued to press forward with an increasingly sophisticated and expansive curriculum.

That direction, of course, created friction between the department and accounting professionals, some of whom had been involved in establishing course content and most of whom saw its proper role as being confined to the training and development of future members of the field. Winspear himself stepped back in 1947, after his appointment to the board of examiners of the Dominion Association of Chartered Accountants created what he felt was a conflict of interest, but he returned seven years later to address that tension. By then, the unprecedented rise of student enrolment following the return of young Canadian soldiers had forced the program to evolve from a three-year program to an optional four-year honours

degree with courses in marketing, business finance and personnel management.

After reviewing the curricula of business schools in B.C., Ontario and Quebec universities, Winspear recommended a retreat from the intensive focus on accounting that had defined the department's activities to date. Likewise, he advised that the School start using the "case method," an approach to instruction that puts a student in the role of decision maker in real-life situations, and asks him or her to react accordingly. It represented a departure from the traditional lecture-oriented style, and Winspear knew it would be controversial. Ben Lindberg, a Harvard recruit, took on the task of selling those changes when he became the School's Director, joined by Boris Gardave, a case method expert and one of the School's first full-time instructors of business administration. But the backlash from university heads was immediate. Lindberg struggled to make these changes and Gardave soon quit after facing what Preshing calls "the brunt of the anti-case backlash."

Emmett Wallace, a pro-Lindberg professor who had been appointed the chair of the curriculum committee, wrote

to president Andrew Stewart expressing frustration with both the pace of change and opposition to it. "Unless accounting assumes its proper place in the Commerce program...the University of Alberta will not have a balanced curriculum program."

Things came to a head at the 95th meeting of the commerce council on Dec. 4, 1957. Wallace tabled an interim report making the case for a broader course of study for commerce students (a structure that mirrors the one that exists today) and the elimination of accounting's academic primacy. "Each area is co-equal in business and should be co-equal in education for business," concluded the so-called "Wallace Report." The battle lines had thus been drawn, and the stakes were clear. In the discussion of its recommendations, Wallace argued that "today the council would be deciding the very future of the School of Commerce."

They did. And the motion to adopt and implement the report was defeated 6–4, with three members, including vice-president Walter Johns, abstaining. By day's end, Lindberg had offered his letter of resignation, and so would Wallace in due course. The old guard had won.

1984 The Faculty moves into its **new and current home**, after being spread across eight buildings since 1960.

1988 The **University of Alberta Business Alumni Association** is formed.



1997 The antecedent to the **Executive Education and Lifelong Learning Program** is formed. Recently, it was ranked sixth in Canada and 59th globally for open enrolment programs by the *Financial Times*.

2003 The School claims the most **teaching awards** of any other business school in Canada, with more university teaching awards per capita than any other faculty on campus.

2006 The **School of Retailing** is established.



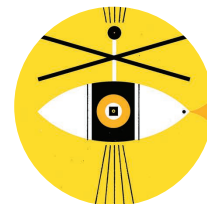
2010 Following the completion of the Preservation of the Name campaign, the name is formally changed to **Alberta School of Business**.

2012 The **Leadership Certificate** is established to give undergraduate students access to business leadership mentors.

2014 The Alberta School of Business launches **eHub** to promote a culture of innovation and entrepreneurship across many disciplines.

2016 The Alberta School of Business, which has over 27,000 alumni currently living in 80-plus countries, and is ranked amongst the top 100 in the world, turns **100**.

2036 A new campus, virtual reality, hoverboards, and the Uber of Everything have radically transformed the B-school student. Learn more on [PAGE 21](#).



Or had it? The fallout within the wider business community was immediate, and the local Chamber of Commerce was particularly outspoken about the inadequacy of the existing curriculum and their disappointment with the decision to maintain the status quo. “The tidal wave of reaction from the outside community ultimately created a climate in which major changes did occur,” Preshing writes. The revised curriculum that Wallace and Lindberg had fought so hard for was quietly (and quickly) adopted, while the School of Commerce, now under the leadership of Hu Harries, started pushing hard for status as an independent faculty.

On March 15, 1960, Walter Johns—now president of the university—wrote to the board of governors to inform them that he would request official faculty status at their next meeting. In the end, it turned out to be a glorious defeat.

THE SCHOOL CONTINUED to evolve throughout the 1960s, adding an MBA program and changing its name to the Faculty of Business Administration and Commerce to reflect that reality. At the same time, it was pressing for a permanent building to put an end to the patchwork of campus locations that it had been shunted in and out of over the years. The faculty plainly needed more space, too: “By 1970–71,” Preshing writes, “staffing had increased to 53 full-time academic appointments and thirteen sessional lecturers, and the Faculty had a space deficit of 26,000 square feet.”

The province was rapidly evolving and growing. Alberta was no longer a have-not province, and the business of extracting oil and gas resources occupied an increasingly large share of the economy. The first true oil boom was right around the corner, and the governing Social Credit party was about to be tossed out on its ear by Peter Lougheed, who would go on to create a political dynasty of his own. Business education, meanwhile, was in the midst of an intellectual golden age.

“During the 1970s and early 1980s, the best business schools were arguably the most intellectually exciting places in academia,” wrote American business professors Warren Bennis and James O’Toole in a May 2005 piece for the *Harvard Business Review*. “In many universities, ‘B schools’ were the primary loci of multidisciplinary research. That

intellectual ferment and cross-pollination helped make business schools the hugely popular institutions they are today.”

That popularity didn’t translate into a new building for the University of Alberta’s business school until 1984, though. By then, the faculty had grown from a small accounting-oriented department into a globally recognized B-school. It created outreach and exchange programs in Kenya and China, expanded its interactions with faculties at the U of A and other academic institutions, and carved up the faculty into five distinct departments: finance and quantitative methods, behavioural science, business economics and marketing, industrial relations, and accounting. It embraced computers and the technological revolution it forecasted, while experimenting with fundraising campaigns and naming rights for the School. In 1979, it endowed its first chair: the Francis Winspear Chair of Professional Accounting.

The 1980s also saw its first PhD program. “It contributed significantly to the development and strength of the

global reputation of the school,” says Joseph Doucet, the current dean. “It’s enabled us to attract incredibly talented faculty members—people who excel both in research and in teaching.” Similarly, he says, the decision to expand the MBA program into other areas of inquiry and offer joint MBA-master degrees in medicine, engineering and law, expanded the School’s influence on campus.

It wasn’t all sunshine and roses, though, and there was a growing consensus that some bigger-picture strategic thinking about the faculty’s future was in order. In fall 1993, a 27-page paper circulated by the new dean, Rodney Schneck, noted that the entire practice of business education was in flux after three decades of relative stability, and the University of Alberta, he argued, was obligated to respond to it. People were questioning the value proposition behind a business education, Preshing writes, “but [Schneck] rejected ‘the stance of pessimism’ about business schools, saying they had contributed much to North American intellectual and economic life.”



01



02

01 Francis Winspear becomes the first recipient of the Canadian Business Leader Award (1982)

02 Management Informations System program is introduced (1987)

03 After being split between a variety of buildings since 1960, the current Business building opened in 1984

04 The first cohort of the Master of Financial Management (China) program (2014)



03

Schneck faced some internal pushback from members of both the faculty and administration, but the final version of his paper was presented on Dec. 10, 1996. It outlined four key goals for faculty: the recruitment and education of top-level talent, the publication of research that put it among the top three business schools in Canada, better communication with the business community, alumni, government and the university, and the development of one globally recognized teaching program. Mike Percy, who succeeded Schneck as dean in 1997, would carry out that ambitious agenda.

The U of A wasn't the only campus where business education was in the midst of an existential crisis of sorts. Harvard's Bennis and O'Toole argued that, in business schools across North America, there was a shift away from practical forms of education and towards a more scientific approach, and it wasn't doing students or their future employers any favours. "When applied to business—essentially a human activity in which judgments are made with messy, incomplete, and incoherent data—



04

PHOTO SUPPLIED FROM UALBERTA ARCHIVES



[FUTURE OF BUSINESS] The Big Shift

HOW INTERDISCIPLINARY INSTRUCTION CHANGED THE BUSINESS WORLD

Interdisciplinary instruction is nothing new to the Alberta School of Business.

But as Swedish organizational theorist Johan Roos argued in a 2014 piece for the *Harvard Business Review*, business schools will need to deepen that commitment to other forms of knowledge and wisdom even further going forward. “The business leaders who will succeed in the coming decade will be notable for their holistic thinking, global perspectives, international experience, multilingual capabilities, technological familiarity, entrepreneurial mindset, creativity, and ability to deal productively with complexity and chaos. Many corporations already say they cannot find the type of employees they need, so we must begin acting now to transform our business schools.”

The good news, according to Dean Joseph Doucet, is that this transformation is already well underway at the U of A. “We don’t prepare students for the jobs that are available just today. We believe that we prepare them for the careers that will be open and available to them over the next 50 years—and that’s why those foundational skills of problem-solving, communication and critical thinking are so vitally important.”

And while the School’s students have long collaborated with and learned from people in other academic streams, Doucet says it’s time to return the favour. “We want to get out there more and provide opportunities for students who aren’t enrolled in business programs to get a business minor, or take some courses that will leverage some of their strengths, and enable them to be more accomplished in their chosen fields of study.”

statistical and methodological wizardry can blind rather than illuminate,” they wrote. “The problem is not that business schools have embraced scientific rigor but that they have forsaken other forms of knowledge. Business schools need a diverse faculty populated with professors who, collectively, hold a variety of skills and interests that cover territory as broad and as deep as business itself.”

That said, a strength of the Faculty of Business—soon to become the School of Business in 2000, and the Alberta School of Business in 2005—was the balance it had struck between research and instruction, the theoretical and the pragmatic. “A good business school tends to have a culture,” says Percy, “and our culture at the Alberta School of Business has always been research-intensive but with a focus on applications.” Likewise, he argues, that culture was about remaining relevant—about teaching students to go where the puck was headed rather than where it had been, to borrow a local metaphor. “For me, good business schools are relevant. They push the boundaries. They’re looking around corners, not in the rear-view mirror.”

AS IT HAPPENED, that mindset carried over to decisions made by the School’s leadership. While business schools across the continent were busy selling off their naming rights to eminent business people—at the University of Calgary, for example, it became the Haskayne School of Business in 2002—the Alberta School of Business doubled down on its existing brand.


Part of the calculus behind that choice was risk mitigation, says Percy. “As much as you can do due diligence, you wouldn’t necessarily want to be the Bernie Ebbers School of Business.” (The Canadian telecommunications mogul was convicted of fraud and conspiracy in 2005.) But it was also about the value that people saw in the School’s geographic roots. “When you spoke to alumni, they liked the name ‘Alberta.’ It gives them a sense of place, that this is the Alberta School of Business, and it represents the society of Alberta: entrepreneurial and risk-taking.” In fact, Preservation of the Name, a 2008 fundraising campaign designed to support the school’s academic ambitions, raised more than \$20 million from donors, despite taking place in the midst of the Great Re-

cession. “We couldn’t have picked a worse time,” Percy says, “but we couldn’t have been more successful.”

The School continues to evolve: it recently introduced a Master of Finance program in China and is developing a Master of Accounting program that’s expected to launch next spring (see [PAGE 27](#)). There’s also the ongoing turnover of its faculty, which brings with it a natural opportunity for renewal and reinvigoration. “Of the 75 or so full-time professors who are here today, there are probably only 20 or so who were here before I arrived,” says Doucet, who first joined the school in 2000 and succeeded Percy in 2013. “That’s an exciting place to be, to have that level of renewal and energy coming in.”

But the biggest agenda item is the new building, one that Doucet hopes to see underway within the next five to ten years, and which he believes will prepare the School for its next evolutionary step. While the building will better accommodate existing forms of technology and ways of learning, Doucet says its real purpose is to help the School to grow into the platforms that are still to come. “One of the reasons we believe we need a new building is in order to allow us to become more flexible and adaptable, and provide the learning environment that is going to be best suited for students in a future that is, in some ways, still uncertain for us,” he says.

If anything, Alberta School of Business’s students will be graduating into an economic landscape that will be even more uncertain, given that it’s increasingly defined by the forces of creative disruption and destruction. “Business schools, more so than ever, are fundamental if you’re going to have growth that’s sustainable and enterprises that can adapt to technological disruption,” says Percy. And while this may not lead to, say, a major shift away from fossil fuels in the near term, it’s one of many scenarios the School is actively preparing its students for.

“If, in our provincial economy, we’re going to try to grow areas of activity that make us a little more resilient to global shocks, we’re going to need leaders—people who think innovatively and entrepreneurially,” says Doucet. “And that’s exactly what we focus on.” Francis Winspear, it’s safe to assume, would be proud of that. 

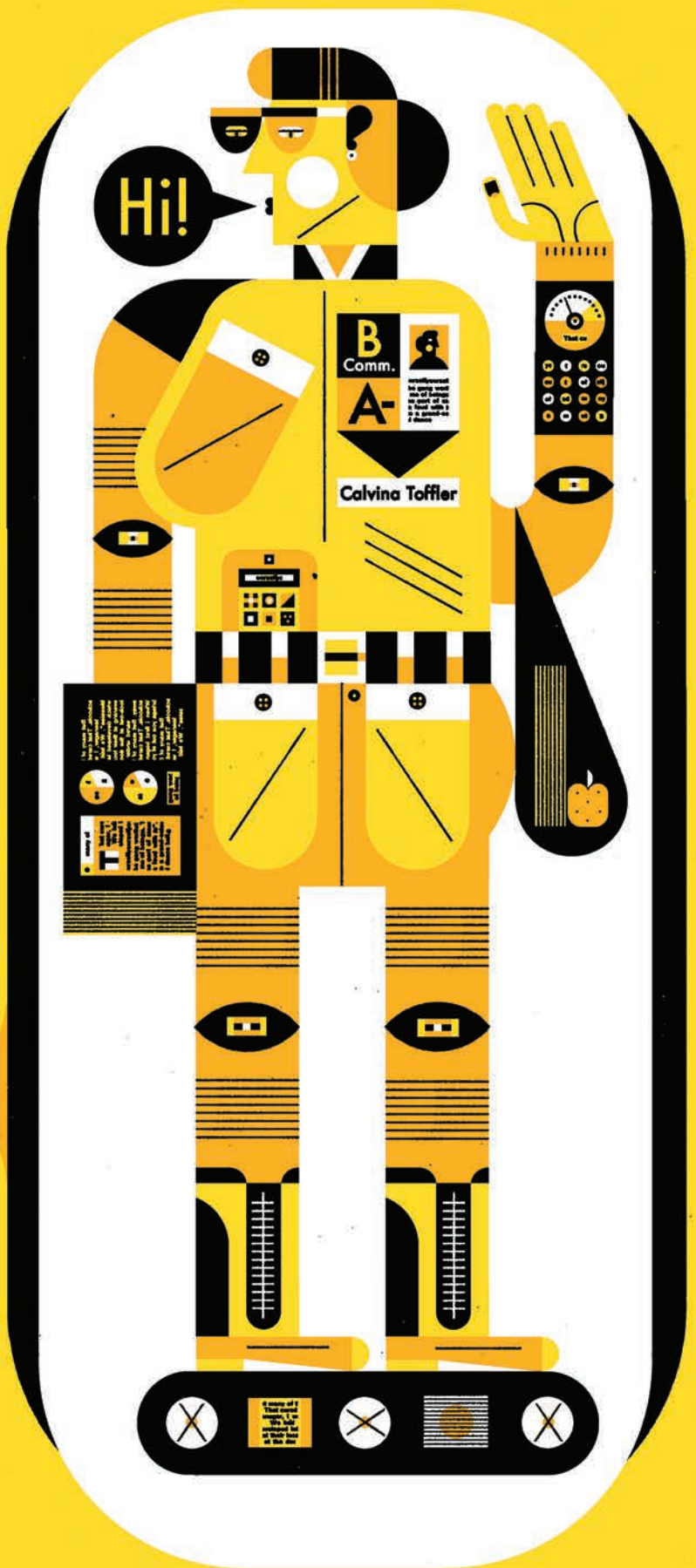
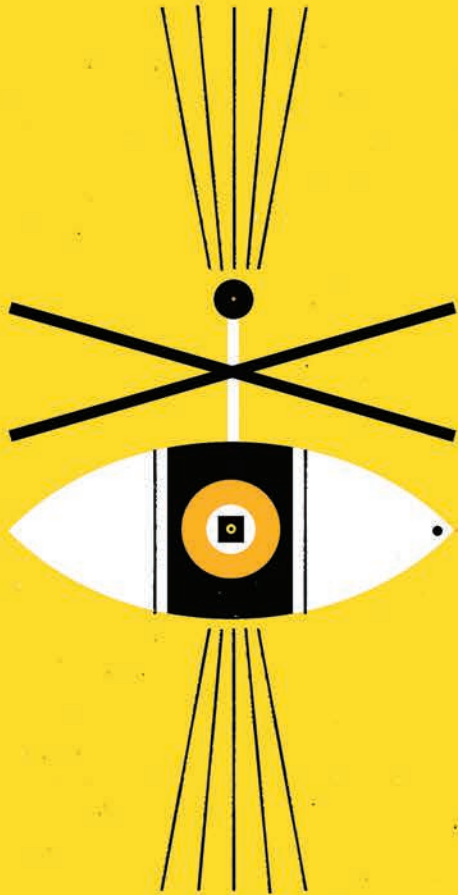
MAX FAWCETT is a magazine writer, the former editor of *Alberta Oil* and, briefly, a former commerce student himself.

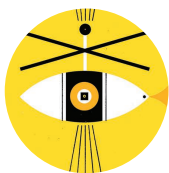
A DRONE IN THE LIFE

What does the future of the Alberta School of Business hold? What and how will students learn? What in the world is “Disnapplezon”? We sent a drone to campus in the year 2036 to find out.

FICTION BY
Thomas Wharton, MA '92

ILLUSTRATOR
Raymond Biesinger





WEDNESDAY OCTOBER 7, 2036, 6:30 AM

Welcome to “A Drone in the Life,” the web show where one of our roaming video drones randomly selects one lucky person to follow around for a day. Today our subject is Calvina Toffler, a 19-year-old bachelor of commerce student at the University of Alberta in Edmonton.

Our drone descends from a panoramic view of Edmonton’s autumn-tinged river valley and the High Level Bridge to the UAlberta campus, zooming in on a young woman in neon glasses and a jacket of photovoltaic fabric, unlocking a hoverpad from the rental stand outside Hub Mall Phase 2. Let’s meet Calvina and find out what she’s up to...



THE “DISNAPPLEZON” COMPLEX, SASKATCHEWAN DRIVE, 8:15 AM

We’re following Calvina into the dazzling foyer of the new learning complex paid for and designed by the world’s largest megacorporation. She passes through the iTunes Nebulatorium, Amazon Prime Hall, and into a room of faceted glass panels, where animated snow is falling.

CALVINA: I’m meeting my special project group here in a few minutes. One last meeting before we upload the proposal. Well, actually, I’m the only one *here*. The rest of us are all over campus—business, engineering, computer science. We’re an interdisciplinary cohort. So, when we FaceTime, I like to sit here in the Frozen Pavilion, right in the middle of the 3D holographic snowfall. I guess I’m nostalgic for the way winter used to be in Edmonton. You know, *cold*.

What’s my group working on? We have to come up with an original business idea,

CALVINA: You want me to be on your show? Cool! I’ve got a really busy schedule today, but if you can keep up, you can follow me around. My special project group has to submit our proposal later, so it’s kind of a big day, but right now I’m delivering breakfast to some other students in Lister Hall.

Yeah, I work for Uber Waffle. I have a few other part-time gigs, too, to help pay tuition and rent. Only problem is all this grunt work means I’m up pretty late with homework. To be honest, my grades have been slipping lately and I think it’s because of all the jobs, so yeah, I was totally cruised to hear that with the booming alternative energy economy the *New* New Democrats are finally making post-secondary education free for all Albertans. Maybe my life will get a little less crazy.

Calvina hops on her hoverpad, with the breakfasts in a satchel over her back, and zips off along the university’s solar-panelled roadway toward Lister.



and a plan for financing and marketing it. What we've got so far is a concept for an iSpec app. Maybe I shouldn't be telling you this, but it's so cool! It's called spOiler Alert, and it calculates the team's chances of getting into the playoffs based on constant real-time data updates on stuff like player stats and health, weather and stock market reports, ticket sales, solar flare activity. Anything that might affect the team's performance. When we get the algorithm up and running it'll be, ahem, *the perfect app for the obsessive fan who hopes that THIS YEAR their play-off dreams will come true. Sweet, right?*



ALBERTA SCHOOL OF BUSINESS, 10:23 AM

Our drone flies through an open window of a 13-year-old glass building, past orange beams jutting diagonally through the hallways, and into a state-of-the-art classroom, with living green walls and eye-tracking scanners monitoring student interest levels. Calvinna, several other students, and an instructor are seated in a circle. Our drone is hovering over our sub-

ject's shoulder; listening in on the lecture...

INSTRUCTOR: And that's why, after the barbaric years of the Trump presidency, we must strive to be well-rounded, emotionally intelligent leaders of society who can truly connect with people...

CALVINA (*whispering*): You guys aren't the only drone in the room. This is our Etiquette and Social Skills workshop, or, as the pros call it, Reality 101. They think we spend all our time looking at screens. It's ridiculous, really—I mean (*checking the SnapTwit feed in her iSpec glasses*) I don't... um... yeah... what was the question again? Anyhow, we're practicing introductions today. You know, handshakes, maintaining eye contact, smiling. Our final project is to come up with a personal brand story we can add to our resume.

What's *my* story? Well, it's still a work in progress, but I can sure talk about how tight things were when I was a kid. We didn't have much money. In fact, I'm the first person in my family to get a university education. My folks are immigrants who worked menial jobs to help get me here and (*she checks her iSpecs feed*)—oh no. OH NO. (*Calvinna goes pale, stares blankly.*) One of my group members just found out the Oilers launched their own playoff prediction app.

“ And that's why, after the barbaric years of the Trump presidency, we must strive to be well-rounded, emotionally intelligent leaders of society who can truly connect with people...”

INSTRUCTOR (*to Calvinna*): Ignore the drone and participate, please. There are more important things going on here.

CALVINA (*under her breath*): You're telling me. We have to scrap our idea and start all over again. Oh man, this is going to brexit everything.



UNDER A PALM TREE IN THE QUAD, 1:27 PM

Calvinna munches on carrots and celery from the bio-sci rooftop market garden while browsing webpages in her iSpecs heads-up display, flicking and pinching at a projected screen only she can see.

CALVINA: I don't have time for a proper lunch. No, we haven't come up with another project idea yet, and as if I don't have enough to stress over, I'm late choosing my elective courses for next semester.

This class looks interesting. Here, have a look.

Calvina takes off her iSpecs and slips them over the drone camera lens.

FAILURE 302, WINTER TERM, 3 CREDITS (MAYBE), MWF 10 AM - 12:30 PM

How can we learn from our mistakes and move forward? How can one big humiliating epic fail strengthen our character and help us better adapt to the challenges of our time? This course will begin with a study of the history of failure, examining famous case studies, including the early flops, fiascos, and nosedives of Soichiro Honda, Lady Gaga, and the Edmonton Metro Line. But we will do more than just look at others' rocky roads to success. You will have the opportunity to personally crash and burn in a major way, and learn valuable lessons from the experience.

How it works: over the course of the term, you will complete several challenging assignments for which you will receive no grade or positive feedback, no matter how much time, sweat, and toil you put into them. In fact, the harder you work, the more the instructor will single you out for criticism and ridicule. If you can stick it out, if you can take the rejection and still deliver excellent work on time, you will receive a final grade of A+. Or not. You might be unfairly assigned an F.

In this class, as in life, there are no guarantees. Either way, the experience will help prepare you for your inspiring transition from devastating early failure to stunning later success. EPIC WIN!

CALVINA: Geez, I don't know. An A+ would save my GPA, but if we don't come up with a new project today, I won't need a course to help me fail (she sighs and shakes her head). After everything my parents have done for me... (Calvina takes back her glasses and then gasps.) Holy Kanye! My next class is starting!

She pulls the augmented reality hood of her solar jacket over her iSpecs.

CALVINA: This class is Mandarin 100. Compulsory for all BComs now. Not a tough course for me, though—I lived in Shanghai for a few years before we immigrated to Edmonton. Anyway, it's a virtual classroom, so we can be anywhere in the world. The instructor's actually at Harbin University, and we're going on a virtual field trip to the Great Wall to practice speaking with a real Chinese tour guide. Check it out...

We see a stunningly realistic 3D representation of a large lecture theatre, filled with various cartoon and pop culture avatars of other students and an avatar of the instructor—a pointy-hatted cartoon wizard in an academic cap and gown—at a podium. The instructor begins a lesson, and the avatars respond and ask questions.

I'm waiting for a text now. See, one of my other jobs is to proxy for students who are sick, or busy working, or just don't feel like showing up. Someone texts me a question to ask in class, in their name, so they can still get marks for participation. I just have to do this little hack where I switch from my avatar to the other student's and back again, and as long as the instructor doesn't notice... No, of course the instructors don't like proxies, and I know it's redfording, so maybe I shouldn't be doing it, but it earns me a

few extra bitcoins. Too bad it's right after lunch, because this is when I could really use a nap (she yawns). Which is probably what the student I'm proxying for is doing right now.



UNDER A PALM TREE IN THE QUAD, 2:47 PM

Calvina, her head resting on her satchel, snaps awake to an angry voice in her headset.

BIZMASTER99: Dude, what's going on? I texted my question like an hour ago and my participation meter still hasn't gone up.



“ The group liked my proposal about inflatable personal bubble rooms that could be set up around campus. Imagine if students could rent an hour of solitude whenever they need it! No wi-fi, no VR, no drones... Can you believe something like this doesn't already exist?

CALVINA: What? Oh. Oh no. I'm sorry, I must have dozed off. I... I've been so tired lately.

BIZMASTER99: You dozed off??? Toffler, I paid you good coin to proxy me. There's still a few minutes left in the class. Ask the question!

CALVINA (*taking a deep breath*): You know what, how about a refund?

She exits the virtual classroom, brushes back her hood, scrambles to her feet and sets off at a fast clip across the Quad in the direction of the Students' Union Building. Our drone struggles to keep up, dodging other students, a groundskeeping bot, another drone...

CALVINA: Where am I going? I don't know. All I know for sure is I've been running in too many directions for too long, and I've got to focus on what's important before this semester goes into the trash bin. I need an idea for this project! If only there were a place I could escape from the world and just *think*.

Calvina slams into a giant inflatable orange, a juice bar that's one of the many pop-up businesses dotting campus. She bounces back, finds her balance and looks up at the orange.

CALVINA: Couldn't hurt getting something to wake up my frontal lobe.

She orders a Brainberry nootropic smoothie from the server through a little window in the side of the orange.

CALVINA (*to the server*): Hot in there?

SERVER: It's got solar AC. And I've got the whole orange to myself, so it's pretty sweet.

CALVINA: That's cool. (*She walks on, sipping her smoothie, then suddenly comes to a halt and looks back at the juice bar*.) Wait a picosecond. That's it!

(*She rushes off again, shouting over her shoulder to the drone.*) I have to get together with my project group!



THE HUMANITIES SOLARIUM, 7:19 PM

The solarium is a soaring glass polyhedron, the interior filled with plants and benches. Calvina is sitting with her group members, enjoying a late dinner of cruelty-free burgers grown in the UAlberta genetics food lab.

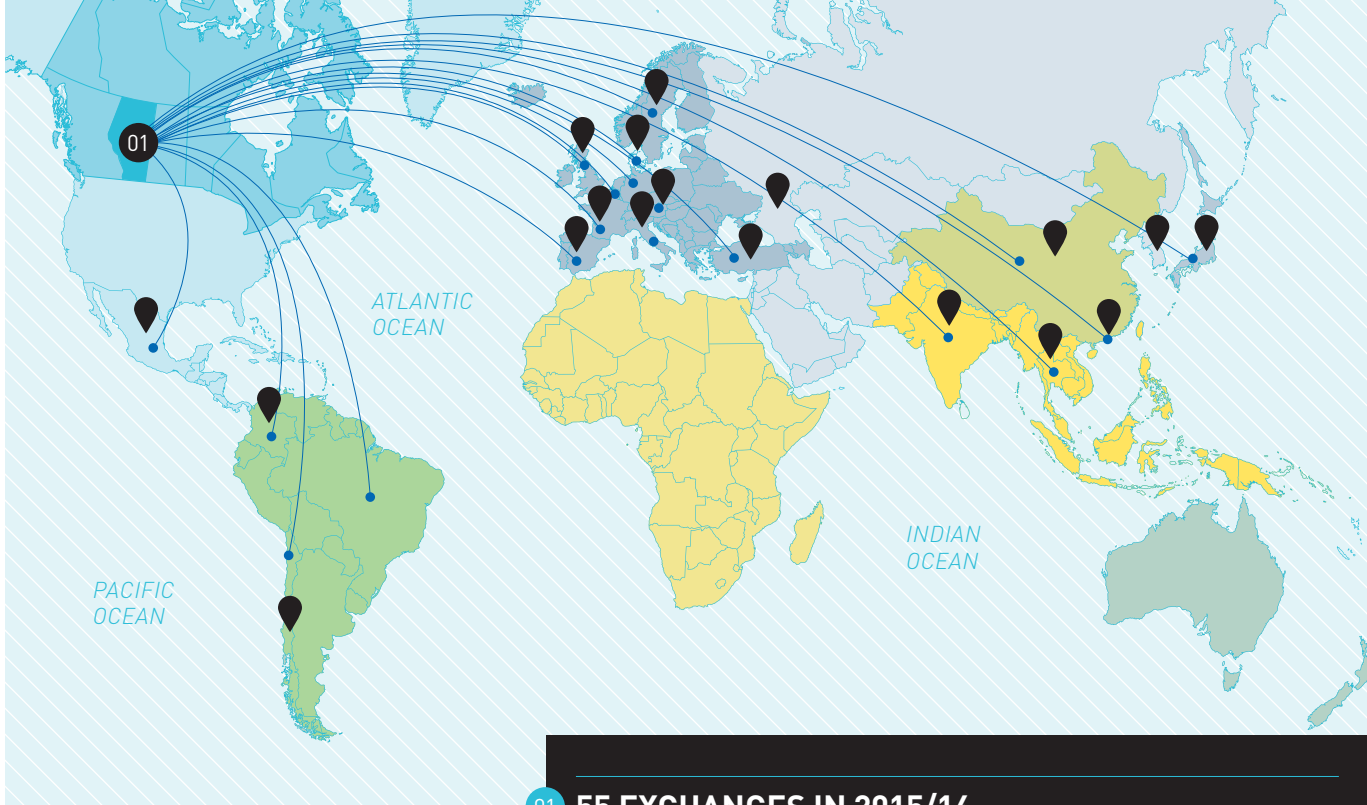
CALVINA: Oh, hello again. Yeah, so the group liked my proposal about inflatable personal bubble rooms that could be set up around campus. Imagine if students could rent an hour of solitude whenever they need it! No wi-fi, no VR, no drones... Can you believe something like this doesn't already exist?

We got our proposal in on time, and we can finally relax—something I haven't done for far too long. Sure, I have to be part of the information jet stream—there's no escaping it—but it doesn't have to rule my life. I'm taking business because I want to make connections with people, real connections on the ground, not just in a cloud. That's what I'm doing right now, and it's great. So, if you don't mind, show's over, folks. (*Calvina waves the drone away.*) Zài jiàn!

Our drone ascends into the sky, offering a panorama of the city, its domes, obelisks, and CO2-scrubbing dirigibles catching the last light of sunset on another busy evening in the Alberta capital. 📍

THOMAS WHARTON, MA '92, is a Commonwealth Writers' Prize winner and author of *The Perilous Realm*, a fantasy series for younger readers.

INTERNATIONAL VIEW



DEEP IMPACT

The Alberta School of Business may be one of the top business schools in Canada, with some 76 per cent of alumni choosing to live and work in Alberta, but that doesn't mean it hasn't had worldwide effect. Over 1,000 graduates work and live outside this country. Here's a breakdown of where in the world the School has left a mark. — *Mike Kendrick*



27,181 graduates living and working in **79** countries

01 55 EXCHANGES IN 2015/16

OUTGOING	Germany	Sweden	INCOMING	Denmark	Mexico
Austria	Hong Kong	Thailand	Austria	France	Spain
Canada	India	Turkey	Belgium	Germany	Sweden
Chile	Italy	U.K.	Brazil	Hong Kong	Thailand
China	Japan		Canada	India	Turkey
Colombia	Korea		Chile	Italy	U.K.
Denmark	Mexico		China	Japan	
France	Spain		Colombia	Korea	

2,221
Undergraduate and graduate students in international exchanges, internships, co-op placements or study tours since 2000.

Exchanges: **872**

International Internships: **22**

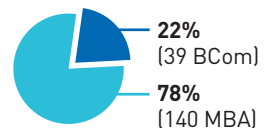
International Co-op Programs: **122**

International Study Tours: **1,205**

2
The number of inaugural international exchange students, both from Wirtschaftsuniversität Wien in Vienna, in 1988/89.

38
International partner institutions ranked by most per continent:
1. Europe
2. Asia
3. South America
4. North America

179
International study tours in 2015/16:



24,710
Alumni living in Canada



ON CAMPUS



How the JDC West Was Won

IN AN ENVIRONMENT where bachelor's degrees are commonplace, how is an undergraduate student supposed to set oneself apart? For many, it's Jeux du Commerce West business competition, or JDC West, an annual three-day skills competition in which undergraduates from across Western Canada vie for first place in four categories: academics, debate, social and athletics.

Teams get three hours to prepare their case resolutions, including any slides or spreadsheets, which they present for 20 minutes to a team of judges. But for Ekin Atinc, BCom '16, preparation for the Academic-Finance category at last January's intense showdown in Saskatoon took eight months. He even took an improv class to improve his public speaking skills. His team, presented with a case study about

whether a mutual fund company should enter the Japanese market, and through which means, practiced their pitch every weekend for weeks prior. "I wanted to win for the team," says Atinc, referring to both his teammates Nolan Ryan and Brian Zisin as well as the alumni who coached them.

They took first place in finance. Alberta School of Business (ASB) teams also took second place in Academics-International Business and third place in Academics-Management Information Systems, plus seconds in debate and social. The ASB, with 52 participants in 13 competitions, placed fourth for School of the Year.

Josh Tang, one of the organizers, is hopeful that ASB's success will be repeated this January—on home soil—when the U of A hosts JDC West 2017. Says Tang, "the fact that Alberta has competed very well in the past few years is a strong motivating factor for our team."

— Angela Johnston

Accountable Leaders



THE ACCOUNTING INDUSTRY is evolving and is in need of new leaders to guide its future. In 2014, Canada's three accounting designations—the Canadian Institute of Chartered Accountants, the Society of Management Accountants of Canada and Certified General Accountants of Canada—merged into the Chartered Professional Accounts of Canada (CPA) with the intent of opening more doors to executive and CEO positions for accountants. The U of A is answering this call by offering Western Canada's second Master of Accounting program beginning in May 2017.

During the program's two-year development thus far, the School of Business consulted with professional accounting firms to understand how to best prepare students for the new real-world expectations. For instance, unlike other MAcc offerings in Western Canada, students will be able to complete all of the CPA and common final examination prerequisites directly within the program.

"The new Master of Accounting program will significantly expand the educational options for professional accounting education in Alberta," says Mike Maier, accounting professor and associate dean of master's programs. "Our new program means students can stay close to home while furthering their education." — AJ

Graduand, Interrupted

ALBERTA'S HISTORIC WILDFIRE HAMPERS MBA STUDENTS' CONVOCATION

LAST APRIL, KYLE Gogolinski had wrapped up his final assignments and was ready to graduate and start the next chapter of his career. Having just finished his MBA through the Alberta School of Business's satellite program at Keyano College in Fort McMurray, he was looking forward to a school trip to London to learn more about energy and environmental issues. But the trip, part of a capstone course, had to be missed by most of the students, including Gogolinski, when the massive Fort McMurray wildfire in May upended their lives. He lost everything in the fire: his home, his furniture, his books and class notes.

Gogolinski was one of 25 School of Business students at Keyano whose lives

were disrupted by the biggest evacuation in Canadian history. Their coursework was completed, but their convocation was delayed—a mere inconvenience in comparison to the devastation.

A team leader in process controls and automation for Syncrude, Gogolinski was working on site when he caught news that the fire breached city limits. He struggled to get back to home to Fort McMurray, 40 km south, where his wife, eight months pregnant, packed the car with necessities for them and their three-year-old child. "Whatever we have is basically what she was able to put in the vehicle," says Gogolinski.

They were able to drive south to Edmonton, where her family lives and where, weeks later, their daughter was born. Now the family is planning to rebuild in Fort McMurray, where he will convocate in September with his cohort.

For the new batch of students in the three-year MBA program, which accepts



a cohort every three years, it's business as usual. Orientation happened in August, classes started in September, and the rebuild of Alberta's economic engine is well underway. — AJ

SOCIAL TIES



01



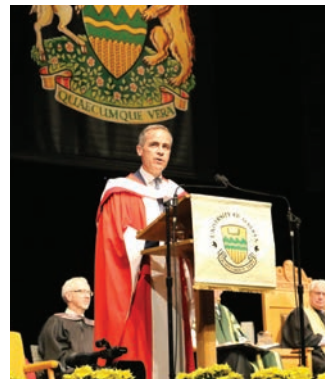
02

01 2016 Canadian Business Leader Award recipient Monique F. Leroux, CEO and chair of Desjardins Group, with ATB president and CEO Dave Mowat (March 23, 2016)

02 Lieutenant Governor of Alberta Lois Mitchell (right), accompanied by aide-de-camp, RCMP Const. Lesley Ripley, prepares to address the audience of 800 at the 2016 CBLA Dinner (March 23, 2016)



04



03

03 Mark Carney, Governor of the Bank of England and School of Business alumni, giving the keynote at the spring convocation ceremony (June 7, 2016)

04 Centennial Kickoff speakers (right to left): professor emeritus Rodney Schneck, Edmonton-Riverview MLA Lori Sigurdson, Edmonton City Councillor Ben Henderson, Business Alumni Association President Deepa Maisuria and UAlberta Provost and Vice President (Academic) Dr. Steven Dew (January 29, 2016)

EVENTS CALENDAR

SEPT 22-24/16
Alumni Weekend

UAlberta North Campus: Celebrate our centennial at the kick-off to the school year when the University welcomes all its graduates for Alumni Weekend. Show your Business pride and see the future of entrepreneurship at the BAA Innovation Challenge award reception and celebrate the School of Business's top influencers at the Alumni Recognition Awards.

OCT 18/16
CONNECT Luncheon

Shaw Conference Centre: An afternoon meeting of the minds, CONNECT brings together some of the most influential members of the university and business communities for a wide-ranging conversation on the present and future of business innovation.

NOV 2/16
28th Annual Business Alumni Association Dinner

Location TBA: Join the Business Alumni Association Board of Directors and volunteers for an engaging discussion with some of Alberta's top business leaders, focusing on leadership, entrepreneurship, sustainability and international business.

NOV 16/16
Eric Geddes Lecture: Market Expansion for Small and Medium Sized Enterprises

Location TBA: This popular lecture series covers a wide range of topics affecting today's businesses in Alberta and around the world. Join us in November when we host speakers William Polushin, BCom '89, Founder and President of AMAXIS Inc, and Doug McNeill of Stream-Flo.

JAN 28/17
An Evening in the Bear's Den

Clare Drake Arena, UAlberta Campus: Business alumni are invited to an action-packed evening of hockey as the Alberta Golden Bears take on the Mount Royal Cougars. Perks for business alumni include complimentary campus parking and pizza and pop in the comfort of the Bear's Den private viewing area.

CLASS NOTES

1940s

DAVID DE WOLFE BENTLEY, BCOM '46, of Edmonton, and his wife Janet have created the David and Janet Bentley scholarships under the CPA Education Foundation. The four scholarships for Alberta post-secondary students, which have an annual value of \$12,000, will be funded in perpetuity through the Edmonton Community Foundation. One scholarship is for high school graduates planning a business career, two are for students in secondary business programs and the fourth is for students entering a career in public accounting in a practising office environment. The Bentleys also established doctoral fellowship scholarships at the UAlberta in 1987.

1970s

SHANNON ROSS, BCOM '76, of Burnaby, B.C., was appointed chief financial officer of Panoro. Shannon has been acting in controller and finance functions with the Canadian mining company Panoro since 2014, and is currently the corporate secretary.

1980s

BRIAN FERGUSON, BCOM '80, of Calgary, president and chief executive officer of Cenovus Energy Inc. and one of 14 leaders on Prime Minister Justin Trudeau's new economic advisory council, was named one of Alberta's 50 Most Influential People of 2016 by *Alberta Venture*.

PATRICIA ENGEL, BCOM '84, of Calgary, retired from Shell Canada after 32 years.

CLINTON L. WOLFF, BCOM '84, of Brampton, Ont., has been promoted to president and CEO of Red Apple Stores Inc., a Mississauga-based national retail chain of 155 general merchandise stores. He'd been Red Apple's (and its predecessor companies') chief financial officer for over 13 years. "I believe that Red Apple is set up for success," he says, "especially in Western Canada's rural communities."

PAUL MATSON, BCOM '86, of Phoenix, is executive director of the Arizona State Re-

irement System, overseeing a \$34 billion investment portfolio and 240 employees. He's also chairperson of the \$1 billion Arizona Deferred Compensation Committee; a founding member of the Canada-Arizona Business Council; and is a graduate of the FBI's Citizen's Academy. Living a life of continuous education, Matson also holds an MBA and an MA with a research focus on nascent terrorism, and is a CFA (Chartered Financial Analyst) and CAIA (Chartered Alternative Investment Analyst) charter holder. In 2012, Matson was honored as "Leader of the Year in Public Policy – Government" by the *Arizona Capitol Times*.

J.W. BRUCE PICTON, BCOM '88, of Edmonton, was appointed chief executive officer of accounting firm Crowe MacKay LLP.

NICK JAFFER, BCOM '89, of Gladesville, Australia, is now president and chief executive officer (Asia Pacific) at Global Philanthropic, an advisory service for fundraising, after acting as a senior consultant with the company.

WILLIAM POLUSHIN, BCOM '89, of Montreal, founder and president of AMAXIS Global Management Consulting and founding director of the Program for International Competitiveness: Trade and Innovation at McGill University, will be participating in the UAlberta's Eric Geddes Breakfast lecture this fall, speaking on market expansion for small and medium-sized enterprises.

1990s

DAVID L. SHARKO, BCOM '92 (with Distinction), of Edmonton, has joined the Aboriginal Law Team of Alberta Justice and Solicitor General in Edmonton, to provide legal and strategic services on matters involving Aboriginal and treaty rights. Sharko, who has practiced Aboriginal law since 1999, was a partner with Parlee McLaws LLP until joining Alberta Justice in 2014. He's also president and legal director of the Rainbow Society of Alberta, a charity that grants the wishes of children diagnosed with a chronic or life-threatening illness.

LAURIE SCHULTZ, MBA '95, BCOM '89, of Vancouver, B.C., president and chief executive officer of financial software ACL Services, was awarded by the Stevie Awards for Women in Business for the

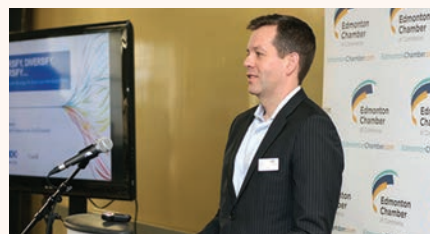
second time. She took home the 2015 Gold Stevie Award for Female Executive of the Year in the category of Business Products (11 to 2,500 Employees), which recognizes her accomplishments over the past year in mobilizing the company's talent, disrupting its category, and transforming its business model.



PERNILLE IRONSIDE, BCOM '95, of New York City, who was head of the UNICEF field office in the Gaza Strip for two years, recently moved to Baghdad to be chief of field operations. She is responsible for delivering emergency and humanitarian programs for children and families through four field offices. "With the military operations underway to re-take ISIL-held areas and thousands of people displaced from their homes, my team and I certainly have our hands full," she writes. "I am enjoying the challenge."

SEAN PRICE, BCOM '95, of St. Albert, Alta., re-joined UAlberta in December 2015, returning to his previous role as Associate Vice-president, Alumni Relations in the Office of Advancement. Price served as the AVP, Alumni Relations from 2009 to January 2015.

LINDA COCHRANE, MBA '97, of St. Albert, Alta., was appointed city manager with the City of Edmonton. Cochrane, who started working for the City in 1982, is the first woman to hold the role of city manager in Edmonton.



BILL BLAISE, BCOM '98, of Edmonton, vice-president of land development for Macclab Enterprises, was appointed board chair for the Edmonton Chamber of Commerce.

Blaise also served on the board of the Business Alumni Association from 2009 to 2013.

JENNIFER GRIMM, BCOM '98, of Edmonton, owner of LUX Beauty Boutique, was named one of *Avenue* magazine's the Top 40 Under 40. Grimm, who preferred to dabble in everything from journalism to marketing in school instead of declaring a major, opened the high-end cosmetic store in 1999, at age 23. "For someone like me, who is undeclared," she told the magazine, "retail allows you to live each of those disciplines every day."

KARINA BIRCH, BCOM '99, of Canmore, Alta., and Cameron Baty, co-owners of Rocky Mountain Soap Company, were honoured with Retail Council of Canada's Independent Retail Ambassador of the Year Award for their unique toxin-free products, community engagement and business expansion across Western Canada.

MICHAEL ELIASON, MBA '99, of Fishers, Indiana, was appointed vice-president of Investor Relations and treasurer of KAR Auction Services.

JASON TOEWS, BCOM '99, of Calgary, is now an account executive at IT solutions company Scalar Decisions. Previously, he was a client sales executive at Mainland Information Systems.



STEVEN WONG, BCOM '99, of Edmonton, recently returned to the Alberta capital after 12 years in the Canadian Rockies, where he directed a photography company, to follow his passion for cooking. He opened Rapscallions Food Truck with his cousin, peddling green onion cakes with a Latin twist. "By fusing some favorite Asian flavours with the green onion cake base, we bring these tacos to the city that loves green onion cakes," he writes.

2000s

TARA MARTIN (DRAGON), BCOM '00, of Edmonton, has been named a partner of C3 Associates, a consulting firm that specializes in information management. It has been a big few years for Martin, including a move from Calgary and the birth of her first child.

TREVOR POAPST, BCOM '01, of San Jose, California, is vice-president of marketing and sales at Riva CRM Integration, a leader in customer relationship management systems and email integration. RIVA has 1,5000 customers, including 50 Fortune 500 companies, and 66 staff across North America, Europe and Australia. "We're working with a dozen of the world's largest banks and some pretty serious logos," he writes. "Definitely exciting times!"



RENEE MAJEAU, MBA '02, of Edmonton, is an instructor in the finance program at the Northern Alberta Institute of Technology. Majeau and her husband Kent won an award in the national Small Business Challenge Contest, sponsored by TELUS Business and the *Globe and Mail*, for City MiniMix, which supplies small concrete batches to independent contractors and do-it-yourself home renovators, a niche business unique to North America.

TRACEY SCARLETT, MBA '02, of Edmonton, accepted the position of dean at NAIT's JR Shaw School of Business, after holding the position of chief executive officer of Alberta Women Entrepreneurs for nine years.

QUEENIE LUNG, BCOM '04, of Calgary, chief financial officer and partner of GEC Architecture, and husband **RYAN GALLOWAY, BCOM '05**, an energy sales specialist at Scotia Capital Inc., welcomed

their second child, Liam Xavier, on May 1 at 12:01 a.m.

MUNEET NAGPAL, BCOM '04, of Edmonton, has accepted the position of Associate Director, Development, with the Alberta School of Business. Nagpal, who was previously a Regional Director at the Office of Individual Giving at UAlberta, is an expert in event fundraising, as she was the event manager at Toronto General and Western Hospital Foundation for five years.

PAUL WYNNYK, MBA '04, of Ottawa, was recently promoted to the rank of lieutenant-general and appointed as commander of the Canadian Army. Wynnyk, who started his military career in the late 1970s, held a variety of operational and staff assignments both nationally and abroad, including postings to Europe, Africa and Southeast Asia. Before taking the new positions, he served as chief of defence intelligence, overseeing the Canadian Forces Intelligence Command.

LESLEY-ANNE SCORGIE, BCOM '05, of Toronto, founder and president of MeVest, a money school for Canadians, and best-selling author of *Well-Heeled: The Smart Girl's Guide to Getting Rich* and *Rich by Thirty: Your Guide to Financial Success*, released a new book titled *The Modern Couple's Money Guide* (PAGE 5).

TYREL BROCHU, BCOM '06, of Edmonton, became a permanent Senior Administrative Officer in UAlberta's Office of Advancement after joining the team in 2007. He now oversees the execution of Advancement's governance responsibilities, including reporting to the Board of Governors, and leads the planning and execution of portfolio-wide meetings such as FYIs and Summerfest.

CHENG-HSIN CHANG, MBA '06, of Edmonton, director of operations and corporate strategies at K&M Group, and his wife Penny, BSc Nursing '06, welcomed their second child, Violet Penelope, on June 21, 2016. Chang was actively involved with the School of Business and contributed his time and efforts to the Business Alumni Association as a director, vice-president, and president.

ROHIT GUPTA, MBA '06, of Edmonton, president of Rohit Group of Companies, was named one of the Top 40 under 40 by *Avenue* magazine.

DANIEL BELOSTOTSKY, BCOM '08, of Edmonton, founded a digital billboard and media business that was acquired by the Jim Pattison Group. After going to University of California, Los Angeles to complete a real estate development certificate, he returned to Alberta, where he started the real estate development company Otto Capital Group, which focuses on infill and land consolidation for larger projects.

LAZINA MCKENZIE, MBA '08, of Edmonton, founder of L2 Style, a wardrobe consulting company, launched the next phase of her style and personal branding consultancy—Style Ivy. The online platform launched with an e-course called Style Foundations. She calls it “a self-paced, 10-lesson course that teaches women the fundamentals of developing her own personal style.”

LANA TARNOVETSKAIA, BCOM '09, of Edmonton, accepted the role of Senior Agreements Advisor in the Office of the Recording Secretary at UAlberta. Prior to working at the university, Tarnovetskaia, who also holds a Juris Doctor from the University, was an associate at Dentons Canada LLP and has held several articling and internship positions within law, accounting and industry.

2010s

SHRADDHA BRAHMBHATT, MBA '11, of Edmonton, recently accepted a new position at AIMCo., Canada's largest institutional investment fund manager, as investment risk senior analyst. Previously, Shraddha held the position of acting manager in the Department of Energy at the Government of Alberta.

VIVIEN CHU, BCOM '11, of Edmonton, recently joined UAlberta's Office of Advancement as Senior Finance Partner. Chu is responsible for providing high-quality strategic budgeting and forecasting, and planning and advisory support to the office. She was previously a manager at KPMG, where she specialized in their private enterprise and not-for-profit sector, and currently serves on the board of directors of Ashbourne, an assisted living facility.

ONNOLEE NORDSTROM, MBA '11, of Sherwood Park, Alta., was one of the recipients of the 2016 Graduate Stu-

dent Teaching Award, which recognizes outstanding graduate teaching assistants in each university faculty. Nordstrom is currently completing her PhD.

FRANCA BRODETT, BCOM '12, of Edmonton, accepted a position as Assistant Director, Development, with the School. She was previously an annual fund officer at UAlberta.

CAROLYN GALLOWAY, BCOM '12, of Edmonton, is now manager at Arrow Engineering Inc. Previously, she was a designated professional with the accountant company MNP Edmonton.

SYED BILAL GILANI, BCOM '12, of Edmonton, received the Governor General's Gold Medal and the Chartered Accountants of Canada cash prize of \$5,000 for the highest standing in Canada in the 2015 Uniform Evaluation of chartered professional accountants.

MATT GRAFF, MBA '12, of Edmonton, accepted the position of director, business operations at Alberta-based business consultancy X5 Management.

BRETT MILLER, BCOM '12, of Edmonton, accepted a position as development coordinator with the School of Business. Miller previously consulted with start-up companies in Edmonton and worked in business development and operations for Orangetheory Fitness.

NELLA SABO, MBA '12, BCOM '05, of Edmonton, accepted a position as Assistant Director, Corporate and Foundation Relations at UAlberta. Sabo was previously the school's director of development, where she secured a \$5 million gift—one of the largest in the history of the school. Sabo also established the first Women's Network at the school, which grew to include programs at both the undergraduate and MBA levels.

ASHLYN BERNIER, MBA '13, of Halifax, N.S., became the operations manager for Athletigen, a genetics-based tech start-up. Bernier previously worked at UAlberta with Venture Mentoring Services (VMS) Chair Ray Muzyka to establish a mentoring program to enhance and diversify the local entrepreneurial ecosystem.

BIRKLEY DOLL, BCOM '13, of Calgary, is now an associate at JLL. Previously, she

was in retail leasing at Colliers International Canada.

DAVID GALES, BCOM '13, of Calgary, recently accepted a new position as client marketing specialist, specialty retail, at LoyaltyOne.

MARIAN GAYED, MBA '13, BCOM '05, of Edmonton, recently accepted a position as vice-president of business development at Norquest College. Previously, she was a program director at UAlberta's Executive Education department.

KURTIS LETWIN, BCOM '13, of Lamont, Alta., completed his law degree at UAlberta and started a new job at Dentons Canada LLP this summer.

ALEXANDER MAY, BCOM '13, of Edmonton, is now an analyst at Ernst & Young Orenda Corporate Finance Inc. Previously, he was a staff accountant at BDO.

MOHIT NAYAR, MBA '13, of Edmonton, accepted a position as Data Analytics Officer, Information Services at UAlberta, after working as a business information analyst for the Alberta Motor Association.

NATALIE PON, 'BCOM '13, of Edmonton, senior accountant at KPMG LLP, passed the final exam to achieve the Chartered Professional Accountant designation.

GORD SHEPPARD, MBA '13, of Edmonton, founder of a meeting facilitation and consulting business called Create Awesome Meetings, authored the book *How To Create Awesome Meetings*, an ultimate step-by-step guide on how to create more profitable meetings, featuring tips, stories, inspiration, checklists, worksheets and resources. He's currently offering free 30-minute speaking engagements to companies.

ARDEN TSE, MBA '13, BCOM '99, of Edmonton, joined UAlberta's Office of Alumni Relations as Manager, Venture Mentoring Service. Tse has over a decade of experience in commercial real estate, finance and institutional investment management, and holds three degrees from UAlberta. Tse, who is also a restaurateur (PAGE 9), is active in the angel investor community.

ALIX LAVERTU, MBA '14, of Powell River, B.C., is director of strategic Partnerships

at PlayCity, a start-up company that developed an app that connects people through sports. The start-up recently signed a deal with the City of Calgary to connect citizens with each other and to facilities they're probably not familiar with.

MARCELA MANDEVILLE, MBA '14, BCOM '96, of Beaumont, Alta., was appointed chief executive officer of Alberta Women Entrepreneurs, after holding the position of chief operating officer. She is succeeding the departing chief executive officer, **TRACY SCARLETT, MBA '02 (SEE "2000s")**.

2016 CPA ALBERTA ACHIEVEMENT AWARDS

The following business alumni received the 2016 CPA Alberta Achievement Award, the first-ever prize celebration for chartered professional accountants in the province.

JAMES MCKILLOP, BCOM '79, of St. Albert, Alta., former chief financial officer of ATB Financial, was named fellow of the Chartered Professional Accountants of Alberta. His exceptional leadership allowed him to build high-performing teams and create environments that were recognized for excellent employee engagement.

SAMUEL YOUNG, BCOM '81, of Edmonton, partner in the Edmonton office of Collins Barrow Calgary LLP, was named fellow of the Chartered Professional Accountants of Alberta. Young has brought honour to the profession through his integrity and knowledge, particularly in the complex area of a company "going public."

DARCIE SABADOS, BCOM '05, of Myrnam, Alta., a tax principal at Wilde & Company, received the Early Achievement Award from the Chartered Professional Accountants of Alberta. Sabados is an active and highly involved mentor and, as president of the Vegreville Chamber of Commerce, she has spearheaded fundraising events with more than 3,000 attendees.

SHAWN KANUNGO, BCOM '07, of Edmonton, a senior manager at Deloitte & Touche LLP, received the Early Achievement Award from the Chartered Professional Accountants of Alberta. Kanungo, a gifted public speaker—amongst other talents ([PAGE 11](#))—works with corporate executives to better plan for the opportunities and threats as-

sociated with disruptive innovation and has presented to organizations across Canada and around the world.

HAYAT KIRAMEDDINE, BCOM '09, of Edmonton, a senior manager of tax at Ernst & Young LLP, received the Early Achievement Award from the Chartered Professional Accountants of Alberta. Kirameddine has held numerous teaching and instructing roles within the profession and post-secondary institutions, and has brought a colourful approach to course matter by encouraging students to think critically and passionately about the material.

2016 UNIVERSITY OF ALBERTA ALUMNI AWARDS

Our alumni around the globe uphold the promise to use their education "for the public good" through their professional achievements, community service and innovation. The Alumni Awards recognize these contributions and tell the stories of our exceptional alumni, inspiring us all to do great things. The following business alumni received the 2016 University of Alberta Alumni Awards.



JUSTINE BARBER (RIGHT), BCOM '06, of Edmonton, and Kendall Barber received the Alumni Innovation Award, recognizing contributions for co-founding Poppy Barley, an innovative business that uses socially conscious sourcing and production practice.



TONI KORDIC-GASS, BCOM '86, of Cookshire-Eaton, Que., was inducted into the Sports Wall of Fame as part of the 2016 Alumni Awards, recognizing her achievements as a student athlete.



PAT KIERNAN, BCOM '90, of New York City, the morning anchor of Time Warner NY1 News, received the University of Alberta Alumni Honour Award, recognizing his contributions to broadcasting.



MICHAEL TESSIER, BCOM '16, of Edmonton, received the Honourable Dr. Lois E. Hole Student Spirit Award, recognizing his excellence in entrepreneurial competitions, and his leadership in business and philanthropy.



CATHRYN SPRAGUE, BCom '09, of Edmonton, and Ryan Mason received the University of Alberta Alumni Innovation Award for co-founding of Reclaim Urban Farm and for contributions to urban agriculture and food sustainability.

IN MEMORIAM

NORMAN MICHAEL HADDAD, BCom '39, of Edmonton, Alta.

JOHN JAMES DENHOLM, BCom '42, of Calgary, Alta.

WILLIAM DRURY CLARK, BCom '44, of Victoria, B.C.

DAVID ANDREW ADAMS, BCom '48, of Vancouver, B.C.

JOSEPH FINLEY, BCom '48, of Edmonton, Alta.

MARGARET BELLE SUTHERLAND, BCom '49, of Calgary, Alta.

KEITH OTIS FOWLER, BCom '49, of Edmonton, Alta.

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WALTER LACHMAN, BCom '51, of Edmonton, Alta.

LAWRENCE HUGH MONTGOMERY, BCom '52, of Edmonton, Alta.

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CAL SHANTZ, BCom '72, of Sherwood Park, Alta.

ARIE DE KLERK, BCom '73, of Lethbridge, Alta.

DENNIS GROVER, MBA '73, of Clyde, Alta.

RICHARD LONG, MBA '73, BCom '72, of Saskatoon, Sask.

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JEFF CLARK LEHELDT, BCom '93, of Calgary, Alta.

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THE CORNER OFFICE VIEW



BRIAN VAASJO OF CAPITAL POWER...

ON GRADUATING INTO A RECESSION.

WRITER

Angela Johnston

PHOTOGRAPHER

Aaron Pedersen

Amidst a rocky Alberta economy, the job market can be intimidating for new graduates, to say the least. But we've been here before, in the 1980s, when another oil market crash caused 10 per cent unemployment, foreclosure and bankruptcy spikes, and an exodus from the province. Brian Vaasjo, MBA '81, however, stuck around. Now he's president and CEO of the North American power generator Capital Power. After 35 years in the field, including a stint as executive vice-president of electricity giant EPCOR, Vaasjo reflects on the turbulence and offers advice to today's graduates. [THIS INTERVIEW HAS BEEN EDITED FOR LENGTH AND CLARITY.](#)

How would you describe the economic climate when you graduated?

BV: I was looking for a summer job during my MBA and I ended up at Interprovincial Pipe Line Company, which eventually became Enbridge. I was asked if I would stay after summer. The job was a temporary clerk in fixed asset accounting, lowest on the totem pole, but I decided I was better off to stay and learn. By graduation the following year, there were no jobs. It was like a cliff, and I was extremely thankful that I took the job and for the career path it led me on.

So should students take any opportunities they can get, or be more selective?

BV: You have to be realistic. If there's an organization that you'd really like to work for, getting in the door is important, but you might have to compromise. That's not necessarily a bad thing because you don't know what opportunities will come your way. In tougher times like this, good people have a greater opportunity to excel and be noticed. If everything's going great, there's not a lot of opportunity to really stand out, to come up with different approaches or strategies to do things better, to be more competitive.

You said you felt very fortunate for having your first opportunity. How did you overcome the odds?

BV: I was actually disappointed in that job; I was sending out resumes saying 'I'd fit well for the summer on your management team' and ended up as a temporary clerk in fixed assets. That's kind of a significant step down in your expectations. That being said, I think I had an excellent attitude and I worked hard. And I prevailed. One of the reasons why I was asked to stay and finish that summer job is that I was working hard and had a positive attitude. [b](#)

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